

GREENWICH & LEWISHAM YOUNG PEOPLE'S THEATRE
(A company limited by guarantee)

REPORT AND FINANCIAL STATEMENTS

YEAR ENDING 31 MARCH 2015

Company Number: 01029063

Greenwich & Lewisham Young People's Theatre
Report of the Directors / Trustees
for the year ended 31 March 2015

Reference and administrative details

Company name:	Greenwich & Lewisham Young People's Theatre
Abbreviation of name:	GLYPT
Charity number	1026883
Company number	1029063
Principal Office	The Tramshed 51-53 Woolwich New Road London SE18 6ES

Directors and Trustees

The Trustees who are also Directors of the charitable company ("the charity") for the purposes of charity law and the Companies Act 2006, present their annual report together with the financial statements of the charity for the year ended 31 March 2015, which are also prepared to meet the requirements for a Director's report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 1993, the Companies Act 2006, the Memorandum and Articles of Association, and the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP 2005).

Trustees and Officers serving during the year and since the year end were as follows:

Elected Trustees

K. A. McGarrigle (Elected Chair)

H. Binysh (Elected Treasurer)

H. K. De Kretser

V. Harrison

R. Cowley

P. Guard

M. Iqbal (resigned 11/11/14)

K. Newns

J. Smith (appointed 20/01/15)

R. Hand (appointed 11/11/14)

N. Stridgen (Non-Trustee board observer / Representative for the LB Lewisham)

Chief Executive (non Trustee)

J. M. James

Company Secretary & General Manager

Z. Lally

Auditors

Bourner Bullock Chartered Accountants, Sovereign House, 212-224 Shaftesbury Avenue, London, WC2H 8HQ

Bankers

National Westminster Bank Plc, 2 Greenwich Church Street, London SE10 9BQ
Charities Aid Foundation, 25 Kings Hill Avenue, West Malling, Kent ME19 4JQ

Structure, Governance and Management

Governing document and constitution

- Greenwich & Lewisham Young People's Theatre is a company limited by guarantee and a registered charity
- It is registered as a charity with the Charity Commission.
- The company is governed by its Memorandum and Articles of Association.

Organisation

- A board of Trustees, which convenes quarterly, administers the charity, and takes overall responsibility for matters of governance, charitable purpose and risk management.
- A Chief Executive Officer (the Artistic Director) is appointed by the trustees to manage the day-to-day operations of the charity and to deliver the artistic vision.
- To facilitate effective operations the senior management team, comprising the CEO and the General Manager, has delegated authority within terms of delegation approved by the trustees for matters including finance, employment, operations and premises.
- The senior management team is supported by heads of department who take responsibility for managing discreet areas of the company, and reporting to the senior management team at weekly staff meetings.

Appointment of trustees

- As set out in the Articles of Association the Chair of the trustees is elected by the board of trustees.
- Greenwich Council and Lewisham Council may each nominate a representative to serve as a trustee to the Board of Trustees or as an observer to the Board of Trustees.
- The remaining trustees (maximum of twenty) are elected by the members of the charitable company and serve for a period of three years. These trustees have the power to co-opt up to two further members to fill specialist roles.

Trustee induction

- Upon declaration of their interest to be a trustee, a new trustee receives the company's governing documents, most recent Annual and Financial Reports, and guides to good practice and good governance.
- They meet with the Chair, Chief Executive and Company Secretary for briefing on the organisation and the responsibilities of trustees, prior to being invited to attend a meeting of trustees as an observer.

Related Parties

- The charity has a close relationship with Greenwich Council and Lewisham Council, which provide funding to enable the charity to carry out its core charitable objectives. Greenwich Council is the freeholder of the company's premises, The Tramshed.
- The charity has a close working relationship with partner organisations with which it collaborates in delivering its charitable aims. This includes schools and other arts organisations.
- A summary of transactions with these and other funding bodies is set out in note 3 to the financial statements.

Volunteers

- GLYPT has a robust Volunteers Strategy. This encompasses school work-experience; student placements (from relevant BA & MA courses); Peer Motivators; and company interns.
- Each placement is considered carefully to ensure that the young person genuinely benefits from the opportunity, and that the placement can support the needs of the organisation.
- Volunteers and interns develop skills in, and assist with administration, marketing, and delivery of activities such as the Youth theatre classes, and production design.
- GLYPT supports the individual development goals of all volunteers.
- GLYPT has recently taken the decision to make internships paid training positions, paid at national minimum wage.

Risk Management

The Trustees and senior management reviewed the company's risk management plan in July 2015, identifying the following key areas:

Funding

GLYPT has successfully secured 3 and 4 year grants respectively from Lewisham and Royal Greenwich Councils through the recent commissioning processes. Despite this security, the recent changes to central government and continuing drive to cut local authority budgets has led the board to acknowledge there being a considerable risk of further cuts to its core funds each year. In order to deal with the on-going level of risk related to public funding the company continues to diversify income streams and maximise alternative sources of revenue, with some considerable success over the period of 2014-2015. Our premises continue to be a key income-generation tool and mechanism for leverage with new funders.

Achieving the fundraising target has been identified as a high risk due to the increasingly competitive climate and the significant level of company reserves but the company has a detailed strategy in place to achieve this.

Long term premises

Greenwich Council has now authorised GLYPT a 30 year lease (28 years remaining) of the Tramshed, based on GLYPT's plans to continue with its capital fundraising campaign in order to make the building fit-for-purpose. The trustees recognise the risk involved in undertaking a capital programme at a time of economic challenge, however the level of leverage the organisation has from its own capital fund would put GLYPT in a strong position. The Capital Development Project is outlined in more detail on page 14.

Financial stability

The board regularly reviews the level of risk to the financial position of the company through quarterly management accounts, financial reports and forecasts. Due to the previous financial year resulting in a deficit, the board exercised a high level of caution in setting the annual budget. The board has reviewed this in detail, considering levels of risk attached to specific fundraising targets, and exploring options for reducing overheads and expenditure. The board carefully considered the balance between cutting overheads and implementing staff cuts, and maintaining the staffing capacity to generate income and deliver the charity's objectives. The board and senior management team are implementing a strategy to replenish the charity's general reserve in accordance with its reserves policy.

Security of premises

The board recognise that with its central location and history of riots in the local area, the security of its premises is an ongoing risk.

Objectives and activities

The object of the charity as set out in the Memorandum & Articles of Association is to advance education for the public benefit by the promotion of the arts, in particular but not exclusively the art of drama.

Aims

Greenwich & Lewisham Young People's Theatre makes relevant, inclusive and challenging theatre for, with and by young people. We use the power of the arts to enrich the lives of young people and audiences and seek to enable, empower and challenge participants through delivering work of artistic excellence. More specifically:

- To create challenging theatre that explores the world in which young people live.
- To enable all young people to experience the power and expression of enjoyment through theatre and other art forms, offering those who may have limited access to the arts a chance to make them integral to their lives.
- To increase young people's creative skills and understanding, but also their wellbeing, resilience, confidence, self-esteem and social skills.
- To empower young people who are marginalised, hard-to-reach or at risk of exclusion.

- To give young people opportunities to produce quality theatre and achieve their artistic potential through performance; to nurture the talent and skills of emerging young artists.
- To engage parents / carers of these young people in the life of the company, and to engage the wider local community in public performances and workshops.
- To promote community cohesion
- To actively encourage and reflect equality and diversity in all the work we do.

Objectives

Our mission is to excite, enthral, and embed learning in children and young people aged 4-25 through high quality creative experiences. We deliver these objectives by:

Professional Theatre programme

- Producing at least one professional theatre production per year that either tours to schools and venues, or is based at The Tramshed, Woolwich
- Commissioning and producing new, ground-breaking theatre productions for young people
- Developing new audiences for professional and youth theatre productions, focusing particularly on local communities

Participatory Programme

- Running participatory drama workshops across Greenwich and Lewisham facilitated by artists, for young people aged 5-19 throughout the year (after-school and weekends) and in school holidays
- Providing development opportunities, arts training and progression routes for young artists to move from education (and those not in education or training) into the creative industries
- Running artistic projects that specifically provide opportunities for young people from marginalised backgrounds, and those at risk of exclusion, especially: Young refugees and migrants; Looked After young people and young people leaving care; Young people with mental health needs; Young people from economically deprived backgrounds; Young people with learning difficulties and disabilities.

Projects and residencies

- Delivering drama and arts projects in schools that enrich curriculum topics, and give children and young people opportunities for creative development
- Delivering artistic projects for young people who are at risk of exclusion.
- Providing professional development opportunities for education and arts professionals

Community Engagement

- To use the Tramshed and our wider activities in the Woolwich and Greenwich area and beyond to engage with marginalised community groups and empower a wider community cohesion
- Developing the resources that the Tramshed can offer as a community 'hub'
- Developing the Tramshed as a resources for both the wider professional arts community but also creating a hub for the local Greenwich communities and their activities

Throughout our programme of work, we consult with young people about the programme we produce, empowering them to be part of decision-making process.

Partnership work is crucial to the delivery of many of our services. We form strong and mutually beneficial partnerships with local, regional and national organisations. We regularly consult our key stakeholders and partners

We focus the majority of our work in the London boroughs of Greenwich & Lewisham, but provide some projects and services across London and surrounding regions in line with our vision. Touring theatre work is delivered London-wide. Additionally, since being based at the Tramshed in Woolwich we will continue to develop this as an arts hub for young people.

We aim to deliver the highest quality management practice in all areas of the company's work, delivering effective, efficient and economic services using Best Practice principles.

Public benefit

The purposes of the charity are to promote, maintain, improve and advance education, particularly by the production of educational plays, drama and arts-based workshops and youth theatre productions. The theatre contributes to the quality of life of young people in South East London, in particular the boroughs of Greenwich and Lewisham, through its provision of exciting, challenging and accessible professional and community arts events. The principal activities continued to relate to the promotion and provision of the education and entertainment of young people in the fields of theatre, art, music, film and radio.

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance on the advancement of education for the public benefit and the guidance on public benefit and fee charging.

The charity relies on grants and income from fees for external courses, drama workshops and performances to cover its operating costs. In setting the level of fees the trustees give careful consideration to the accessibility of the theatre's activities to low income and socially deprived beneficiaries. In 2014-15:

- **48% of regular term-time groups were free of charge to participants**
- **100% holiday workshops were free of charge**
- **60% of participants in groups that charge a registration fee received a discount**
- **8% received a free place due to specific issues which would otherwise prevent them engaging**

Pricing and course fees

- The charity's programme is delivered, where at all possible, free to its beneficiaries or for as small a fee as possible.
- The charity has always to be mindful of the low income demographics of the areas of South East London that it operates in and always tries to remove barriers from our beneficiaries from participating. We have never knowingly turned away a young person due to their inability to pay.
- Some of our participatory programmes and regular groups have nominal charges, but rates are kept affordable, with the concession rate being frozen for several years. For termly participatory groups, if there is a charge, it is a rate of £40 for the term (or £5 per session), with a concessionary fee of £15, although we waived the fee for all groups based in the borough of Lewisham during the year 2014-15. Weekly groups for vulnerable young people have no charge.
- The charity offers a reduction (concession rate currently 62% discount) for families of low income or on benefits. Where even this is a barrier to participation for a young person fees are waived in their entirety (for instance for Looked After children).
- Theatre prices: we keep all ticket prices affordable, and offer discounted tickets to community groups, youth theatre members, family discounts (not disadvantaging single-parent families) and concessionary rates for children, senior citizens and disabled people (who are entitled to free tickets for carers).
- Schools are offered work free of charge if funding levels permit this, otherwise reasonable fees are charged (school theatre tickets are £5 per pupil).
- Project fees for schools and other institutions are negotiated on the basis of the specific project needs and requirements. A percentage management fee may be charged (usually 10-15%) which directly covers the cost of staff time managing the programme.

Achievements and Performance: 2014-15

Total beneficiaries: 18,044 (29% increase from 13/14)
Total events: 1,822 (23% increase from 13/14)

In 2014-15 GLYPT delivered an extremely diverse and high-quality programme of arts activities, engaging local families and young people of all ages and backgrounds. It continued to reach many of the most disadvantaged and vulnerable young people, further increasing its inclusion programme, and ensuring all mainstream activities were fully accessible, demonstrated by STAT of participants being from BME backgrounds, and introducing many local people to the theatre for the first time.

GLYPT's Progression programme, funding by Arts Council England, went from strength to strength, gaining a reputation for delivering high quality and relevant opportunities for young people aged 16-25 to discover

routes into the creative industries. This has led the company to gaining a reputation for its excellence in supporting emerging young artists.

GLYPT's theatre programme flourished, with another successful new commission for family audiences *Robin Hood*, and an exciting large-scale outdoor co-production of *Mother Courage* in the Royal Arsenal site in Woolwich. Additionally we delivered another successful Greenwich Children's Theatre Festival, and brought a diverse range of highly-acclaimed visiting productions to the Tramshed. With support from The Monument Trust and Children & The Arts we were able to introduce many new people to these productions and develop new audiences.

Our participatory programme was yet again bigger than ever! With youth commissioning from Lewisham, and partnership support from other arts organisations, we were able to offer our largest ever holiday workshop programme, reaching over 500 young people including specific groups for Looked After Children and young people with disabilities. We continued to develop our term-time activities with the addition of an exciting new Parkour Dance programme. GLYPT continues to gain recognition beyond its sector for its pioneering work supporting young people with mental health needs. It continues to support and champion the most marginalised and vulnerable young people through its schools and projects programmes. In 2014-15 GLYPT also commenced a wider community engagement project, using the resource of the Tramshed and company to support its diverse local communities.

GLYPT's Theatre:

- 186 performances of theatre for young people, schools and community audiences
- A further 51 performances by young people to audiences of 598
- Audiences of 10,619

GLYPT's participatory programme:

- 865 high-quality participatory sessions, reaching 1,627 young people
- 1,181 individual young people with 436 (37% engaging with more than one course or term)
- 116 targeted workshop sessions for young people with disabilities or mental health issues, reaching 142 participants

Other educational projects

- 121 education sessions
- 2,483 participants / students

Community programme:

- 275 community engagement sessions, with 693 participants from local community
- 208 hire sessions with 1,882 people accessing the Tramshed as a resource

THEATRE Programme 2014-15

Aims

- To create theatre that explores the world in which young people live, challenging, questioning and raising possibilities for change
- To engage the local community in theatre performances and participatory projects
- To give those with limited access to the arts a chance to make them integral to their lives
- To give young people the opportunity to produce quality theatre and to achieve their artistic potential through showcasing and performance

In 2014-15 we delivered another successful and diverse programme of theatre:

- 84% increase in programming from 13/14
- We produced 3 plays
- We hosted 7 visiting productions at the Tramshed
- We supported the development of 5 new productions by other companies
- We co-produced the Greenwich Children's Theatre Festival 2015
- 4 other companies performed as part of the Youth Theatre Festival
- 25 young people performed alongside professional actors
- 57% of family audiences do not regularly attend cultural events (only 1-5 per year)

- 7% of audiences stated this was their first trip in 12 months
- 17% of family audiences were from the “urban adversity” demographic (as defined by CACI’s ‘acorn’ segmentation), from struggling estates, difficult circumstances and young hardship
- 6% of family audiences were from “financially-stretched” demographic

Greenwich Children’s Theatre Festival

An exciting 2-week festival of high-quality children’s theatre throughout the Easter holidays, co-produced with Greenwich Theatre. Some of the best children’s theatre companies showcase their work to our local audiences, in venues across the borough of Royal Greenwich.

- 14 theatre companies performed across Greenwich, to 4,397 audiences.
- The Big Workshop Day was delivered with 18 workshops for 83 people.

“Fantastic evening! Go out energised to the hilt!”

John Simmonds by Catherine O’Shea

The National Maritime Museum commissioned GLYPT to develop a new piece of theatre to bring to life their museum collections. This led to the creation of a new one-man play written by Catherine O’Shea and performed by Leon Wander. This takes place on various Saturdays and throughout holiday periods at the Museum.

- 72 performances to 934 audiences

“Mother Courage And Her Children” by Bertolt Brecht

An epic outdoor, site-specific production performance on the historic Royal Arsenal site in Woolwich. Co-produced with local theatre company, Teatro Vivo. We engaged a community chorus, and members of our Progression young company performed alongside professional actors.

- 15 community chorus members
- 4 young people performed alongside professional actors
- 23 performances to 1,394 audiences
- 88% agreed strongly with the statement: It felt good to be sharing the experience with other people
- 94% agreed strongly with the statement: I enjoyed the production.
- 6% of audiences stated this was their first cultural event in at least 12 months; 23% has attended fewer than 3 cultural events in last 12 months; 40% of audiences had seen 5 or fewer cultural experiences in last year.

“This is a thoughtful, innovative, yet timeless, promenade production that unfolds in a unique historical location. Follow Mother Courage past the cannon of wars past and think on the survival of humanity in the face of conflict today.” Mother Courage review by the Londonist

Audience members commented:

“Great expansive setting, the scene outside parsons house which is next to this amazing sculpture, it suddenly appeared as if from nowhere. The walk down singing Mother Courage was very moving.”

“Incredible performances and a very engaging experience – what theatre is meant to be.”

“They loved the promenade and sight specific aspect of it and when the characters interacted with them. Year 8s especially loved the comical dancing and interaction.” Teacher

“Thank you for the performance! It is interesting for the students to see Brecht and for them to be challenged out of their comfort zones!” Teacher

“Free” by David Lane

A Theatre Centre production of a new play, performed at The Tramshed in October 2014.

Audience feedback:

“It was an enjoyable experience as it was different and about something that isn’t mainstream.”

“Brilliant performance and amazingly emotional”

“Robin Hood” by Brendan Murray

We commissioned a new family musical for December 2014. This was performed by a cast of professional actor / musicians, with an additional ‘young people’s chorus’ performing in community shows. Over three weeks in December 2014 we delivered:

- 10 public shows with 565 audiences
- 26 school shows with 3,146 audiences
- 81% of children rated their enjoyment as 5/5, and 17% as 4/5.
- 93% public audiences enjoyed the show,
- 97% public audiences said it felt good to be sharing the experience with other people,
- 74% public audiences said they found aspects of the performance very moving,
- 76% public audiences would give it 5 stars, 22% would give it 4 stars.

“An imaginative and radical retelling of a famous tale” - Everything Theatre Review on Robin Hood

Audiences commented:

“extremely super, stupendously extraordinary, amazingly funny!”

“that show was the most hilarious show ever!!!”

“We loved the interactive element, songs, choir, the humour, costume, set – EVERYTHING!”

Teachers commented:

“Fabulous acting and interaction with children

“Engaging, exciting, inspirational theatre for children; the children enjoyed it hugely (as always)”

“An excellent, entertaining experience with thought-provoking themes and fantastic singing”

Children and the Arts ‘Start’ Project:

2014-15 academic year is the final year of the START programme, working with 300 pupils from Year 3 & 4 in three local primary schools and 240 Year 7 students from a local secondary school. The programme is designed to increase engagement in the arts by these young people, through visits to the Tramshed to see performances, and opportunities to create their own work.

- All participants saw *Robin Hood*
- All students participated in an in-school workshop, exploring the themes of the production and introducing them to the creative process.
- All participants experienced a day-long arts residency in the Tramshed exploring through different art forms aspects of the curriculum they were studying at that time.
- More young people from Start schools are engaging in our wider participatory programme. There was a 74% increase in numbers of children from these schools joining our out-of-school programme from 2013 (54 participants) to 2014 (94 participants).

Teachers commented:

“From my point of view the programme has given me, as a teacher, new ideas that I have adapted and used in the classroom. I particularly enjoyed making newspaper puppets and have used this as a stimulus for writing back at school.”

“These are activities that these children would probably not have experienced otherwise. The children love to visit the theatre to watch the performances; for many it is the first time they have seen a piece of live theatre”.

Theatre in Development:

‘Radical’: Tunde Euba has been commissioned to research and develop a short play that deals with issues of radicalisation of young people. This is designed to act as a provocation for further exploration of the issues through workshop and discussion. The play will tour to schools, and potentially other venues in 2015-16.

Visiting companies developing new work for young audiences: Through the ‘Progression’ project, funded by the Arts Council, we started to engage with other companies creating work for young audiences. We provided development space and support to Levantes, an emerging dance company, who showcased work in development for a new production “Western Land”. This was performed to an invited audience of industry professionals and young people. We also provided development support to Box Clever for “Urban Mischief” which they performed to an invited audiences of Progression members, and as part of the Greenwich Children’s Theatre Festival. Other companies included Lock & Key, Tangled Feet and The Merley Players who developed new work for young people, in liaison with members of our Progression group.

Aims

- To create a range of participatory opportunities for young people to experience the power and expression of enjoyment through theatre
- To give young people the opportunity to produce quality theatre and to achieve their artistic potential through showcasing and performance
- To build confidence and self-esteem in young people, and to give them the ability to work cooperatively

GLYPT continued to develop its participatory programme, providing 26% more opportunities to young people than in the previous year. In 2014-15 GLYPT's progression programme became an established part of its participatory offer, providing progression routes for ages 16-25 year olds, and support to emerging artists. GLYPT also introduced a new partnership programme Parkour Dance, broadening the range of opportunities on offer to local young people.

Term-time mainstream activities

- DRAMA 296 regular weekly sessions; 436 participants aged 2-19
- DANCE: 115 dance workshops; 201 participants aged 5-19
- Radio: 30 sessions; 23 participants
- New Parkour programme: 30 sessions; 58 participants

Holiday programmes:

- Our largest-ever programme of holiday workshops.
- 284 workshops throughout the year(Easter, Summer and half term holidays); 545 participants.
- 18 artforms including: drama, film, street dance, radio, parkour, beat-boxing, circus, song writing, political theatre, devising theatre, music production, musical theatre, singing, spoken word, Djing, Vjing, Cypher and MCing.

Progression programme

- 56% of participants engaged in more than one programme
- 98 individuals took part in the programme, with 219 engaged in conversations in the wider network
- 2 industry day events accessed by 56 aspiring arts professionals
- 2 performance projects (*Knucking Futs* and *Monster in the Hall*) accessed by 60 young people, including 2 young directors
- Young 'creatives' taking back-stage roles to support the development of Levantes dance company, and accessing Box Clever's rehearsal process
- 25 young people performing alongside professionals: 4 young performers being cast in the professional production of *Mother Courage*; 15 young people taking part in the chorus for *Mother Courage*, and 6 performing in Levantes' *Western Land*
- 5 'young ambassadors' engaging with the *Mother Courage* heritage programme
- Writing programme leading to performance of *Rehearsal Room* with professional actors performing young people's work; 51 people engaging with this process
- 2 sessions for audition support

Achievements:

- 87% reported of high levels of enjoyment and engagement in the theatre work.
- 92% significantly increased confidence.
- 77% significantly improve their creative skills and communication skills.
- 85% significantly improved social skills (relationships and leadership)
- 77% feel more confident in expressing their opinions through performance work.
- 85% stated they felt their resilience and determination has improved as a result of doing our courses.
- 100% of Progression members said has the project encouraged their attitude to their future career in the arts.

Aims

- To empower young people through drama and the arts
- To empower those who are marginalized in society, hard-to-reach or at risk of exclusion.
- To give those with limited access to the arts a chance to make this integral to their lives

Throughout 2014-15 we continued to deliver **Whatever Makes You Happy**, supportive programmes for young people with diagnosed mental health needs, or who are otherwise vulnerable and at a greater risk of developing them. Our growing pool of facilitators includes artists and arts therapists who have a wealth of experience in this area. We are now an 'Associate Members' of Oxleas NHS Trust, in recognition of the quality of our work in this area. Funding from BBC Children in Need enabled us to continue this valuable work in Greenwich, including being awarded an additional 3 year's of funding (2015-17). Additionally we continued the pilot of this project (funded by Trusthouse) at the Horniman Museum, and following the recent decision by City Bridge to fund this work, we look forward to continuing this in 2015-16.

We have continued to engage with young people with moderate learning difficulties and disabilities through **Shout Youth Theatre**, and with funding from RBS have recently launched '**Reach Youth Theatre**' for ages 18+ with learning difficulties and disabilities which provides valuable progression routes for this group.

We continue to work with local schools, communities and statutory agencies to deliver one-off bespoke projects for vulnerable young people, including a summer school for Looked After Children.

Delivery in 2014-15

- 60 sessions of 'Whatever Youth Arts' in Greenwich for ages 11-19; 53 participants
- 10 sessions continuing the pilot of 'Whatever Youth Arts' in Lewisham; 6 participants
- 30 termly sessions of 'Shout Whatever' for young people aged 13-25 with moderate learning difficulties and disabilities; 15 participants
- 3-day summer school for Shout youth theatre; 7 participants
- 6 sessions for Looked After Children; 8 participants
- 8 sessions of new Reach Youth Theatre Company; 20 participants

Participants, parent / carers commented:

"I can communicate my feelings to the group. I can tell anyone if I've had a bad day and express my feelings to others ." Whatever participant

" the young man who clung to me and refused to speak to anyone then begged me to take him home the first time we went into the Tramshed is now so confident an cannot wait ever week to go. I want to say a massive, huge thank you to all the staff for opening up a while new world to my boy." Foster parent of Whatever participant

"She's really become much more confident" parent of Shout participant

Achievements

- 44% significantly gained confidence, 39% started to show improvement in confidence,
- 37% significantly improved social skills, 39% started to show improved social skills (making friends),
- 44% showed significant ability to express themselves, 33% started to show a better ability to express themselves

GLYPT also delivers a range of bespoke educational projects in schools and universities. This includes drama projects for both primary and secondary schools that enhance the curriculum and support teaching. For universities this focuses around disseminating specialist knowledge of arts, education and working with vulnerable young people.

Schools projects

- Plumcroft School carnival project; and arts-based project with 180 pupils, leading towards a performance event
- Invicta Primary School, puppetry workshop with 30 pupils
- 'Lost' a large-scale project with Foxfield and Woodhill primary schools, working with 120 young people on issues of refugees and migrants, culminating in an outdoor performance in Woolwich
- 2 summer projects with Bexley Business Academy
- Trinity School workshop
- Crown Woods schools workshop
- Start school residency programme
- Educational workshop programme exploring the heritage of the Royal arsenal site, and issues around the production of Mother Courage
- Educational workshop programme to accompany Robin Hood production

Further and Higher education

- Students from Lewisham College engaging in Progression Industry Days
- Lecture to second year Community Theatre students at East 15 Acting School
- Lecture to Goldsmiths University PGCE students

Feedback:

- 91% of teacher said at least 75% of pupils enjoyed the show (76% said 100% of pupils)
- 100% of teachers stated that at least 75% of pupils understood the show (77% said 100% of pupils)
- 100% of teachers said GLYPT/Tramshed staff made them feel welcome.
- 90% of teacher said the themes/issues within the piece were useful to them.

Youth Leadership and Professional Development

We engage young people in all aspects of our work, and aim to provide progression routes at all stages. This also includes supporting young people who are looking to develop leadership or facilitation skills, or to gain experience of working within an arts organisation. We aim to be flexible in the ways we can offer support, but we have also developed structured opportunities including a youth council and focus groups, peer motivators, volunteer opportunities and an intern programme that has proven to be a success. Volunteers are reimbursed for expenses (except when this forms part of a formal university course).

In 2014-15 we engaged with:

- 46 young people participated in our 'youth engagement programme'
- 14 youth engagement sessions (youth council and focus groups)
- 16 Peer motivators
- 65% were from BME backgrounds
- 63% from 25% most deprived areas of the UK

Achievements

We carried out evaluation with interns and volunteers 6 months after they had left the company to see how this experience had impacted on their professional development.

- 90% of volunteers and interns are currently working (full time, part time or freelancing) the other 10% are in full time education
- 100% would recommend the opportunity to other young people
- 90% increased multi-tasking skills; 80% improved in communication, organisation skills; 70% developed 'professionalism' and other skills gained included leadership, facilitation, administration, independence, time-management
- 64% of volunteers and interns reside within the 25% most deprived areas of the UK

Volunteers and interns commented:

“The skills I developed at GLYPT have given me a 'level up' so to speak. I now have experience in how organisations work from a team rather than individual perspective. And improved many skills that I use daily in my work.”

“I have increased my confidence which has helped me achieve so much thus far.”

“It gave me a directing credit and skills that I then used to springboard into other things.”

“Without the support that GLYPT offered me throughout my internship and afterwards, it is highly unlikely I would have found my way into the job I have now.”

“I have been given better opportunities and offered interviews for full time/permanent positions within organisations due to the skills developed during my time with GLYPT.”

“I’ve been able to witness first-hand how powerfully drama can affect a child's life, which has been unbelievably special. My experience at GLYPT has been invaluable and I truly feel more confident about my future career.”

“I had a fantastic time working with GLYPT. The team were wonderful and supportive in allowing me to get experience of many aspects of the organisation and tailoring the internship to support my needs. The skills I gained have been invaluable in developing my future career. I cannot thank them enough.”

Community Engagement 2014-15

In 2014 GLYPT engaged a Community Engagement Officer, with the remit of increasing engagement with our local communities. This has enabled us to develop new partnerships, focusing on vulnerable and isolated groups within our community, and has enabled us to extend our reach to support more people accessing the Tramshed and our programmes.

- The creation of 19 ‘community mentors’ supporting our engagement with others in the community
- 34 individuals from across the community (representing different isolated groups) engaged in our ‘community steering group’, brought together with the shared goal of developing a community carnival event in September 2016.
- 50 regular sessions for adults with learning disabilities, in partnership with Oxleas NHS Trust
- 1 pilot event for ‘Tramtastic Nights’ social / music event led by the ALD community
- 9 sessions of Caribbean Social Forum at the Tramshed, average 30 participants each week
- 30 community members engaged in the community chorus for GLYPT’s *Mother Courage* production
- A musical showcase event to promote local young talent in Woolwich Dockyard community
- Weekly meetings at the Tramshed for CAMHS’ young people’s participation forum; 12 participants
- 25 partnerships developed with local community groups
- 62% participants were from BME backgrounds
- 23% participants stated having a disability

Participants and partners commented:

“I didn’t know that a lot of elderly people were in need of a place like this” Caribbean Social Forum member

I was amazed to see so many young people involved in the event and was blown away by the vast variety of musical talent that there is in the community. Also it was lovely to see so many parents there supporting the young people. Kelly-Ann, Well London

I really enjoyed meeting everyone who took part. It was great to have the mixture of generations all working together, this was a fully valued new, and very difference experience. Community Chorus member

The company has committed to a Capital Development Fund to refurbish The Tramshed and make this fit-for-purpose, following the decision of Royal Greenwich Council to extend the lease of the building to 30 years. The development will increase the premises from 2 to 5 spaces, which will provide a high quality resource for the company's users (young people and the local community). This will provide a stable long-term base for the charity to carry out its activities.

A fundraising campaign is underway, with a view to achieving total project funds of £2.5 million. The company's Building Development Fund has been committed to this project as crucial leverage to raise the additional funds required. The Chief Executive Officer is leading the project, with a view to realising the plans for re-developing the Tramshed within the period 2016-18. A separate feasibility and business plan outlines the project in more detail. A Capital Development Board will be set up to lead this project.

The year ahead: plans for 2015-16

In 2015-16 GLYPT's key objectives are to continue to deliver a high-quality, diverse and accessible programme. It will develop its programme of events, launching its first ever 'season brochure'. It will continue to develop new opportunities for young people to develop skills, and have access to progression routes at all stages of their development. It aims to offer opportunities for emerging artists to develop new work for young people at the Tramshed, and to develop new work for local audiences. It will also focus on engaging with local marginalised communities and families, ensuring it continues to reach the most vulnerable young people. It will bring local communities together with the first Woolwich carnival in September 2016. It will also extend the Whatever Makes You happy programme, making this a permanent fixture in the borough of Lewisham. It will also continue to develop the Capital Development Project, seeking to raise funds to realise its vision for the Tramshed.

Theatre programme 2015-16

- Co-produce the Greenwich Children's Theatre Festival
- Deliver the Start programme, for local schools to visit productions at the Tramshed
- Produce its fifth family winter musical *Beauty & The Beast*
- Develop a programme of high-quality visiting productions
- Develop a new theatre production for school audiences, looking at issues of radicalisation of young people
- Develop a new programme providing life-limited children at Demelza Hospice access to theatre
- Support emerging young companies to develop work
- Create opportunities for young people to work alongside professional artists
- Deliver in-school workshops to support learning objectives of our theatre programme.

Participatory programme 2015-16

- Continue to provide a regular Youth Theatre programme in Greenwich & Lewisham
- Continue to deliver the Progression programme for ages 16-25
- To maintain youth theatre provision for young people with moderate learning difficulties and disabilities, further developing this with a theatre company for ages 18+
- To continue Whatever Makes You Happy, establishing this as a regular group in Lewisham
- To deliver targeted workshops for other groups of vulnerable young people including young carers, looked-after children and children with disabilities.
- To continue partnership programmes at the Tramshed
- To deliver work in local youth clubs or other community settings
- To provide year-round provision with a programme of art-based holiday courses
- To engage young people through youth council, focus groups and Peer Mentoring opportunities
- To deliver bespoke participatory projects in local schools.
- To provide INSET / training / lectures in specialist areas where required

Community Engagement 2015-16

- To deliver the Woolwich Carnival, in partnership with local community groups
- To identify and support the engagement of local community groups who do not currently access our programmes

- continue to support a regular partnership programme of dance / fitness classes for the local community at the Tramshed
- To promote the Tramshed as a resource for local arts organisations, schools and other community groups
- To support other arts events at the Tramshed for the local community, including the ALD community, Caribbean Social Forum and other new partnerships.

Capital development Project 2015-16

- GLYPT's CEO will dedicate 4 days a week on the project management role
- To embark on the fundraising campaign to secure required funds
- To develop a Capital Development board to support the project

GLYPT Fundraising Strategy for 2015-16

GLYPT's fundraising objectives centre on the need to have sustainable sources of income in order to deliver the company's aims and objectives. In particular this is to raise funds to:

- Produce professional theatre and arts for touring to schools and other venues
- Deliver a range of inclusive and accessible participatory arts workshops
- Delivering drama and arts projects in schools
- Delivering artistic projects for young people who are at risk of exclusion
- Long term sustainability of company premises; Capital Development Project to make Tramshed fit for purpose.

GLYPT's Senior Management Team (Artistic Director & General Manager) oversees the company's fundraising requirements.

The company will continue to fundraise from trusts and foundations, focussing on those that offer 3-year funding streams to ensure continuity of work. A key focus will be the continuation of the Progression programme, and developing this further. A priority is to ensure future funding is secured to continue all areas of work and be less reliant on local authority funding. Trusts / Foundations identified include Mercers' Company, Henry Smith, Jerwood Charitable Foundation and Esmee Fairbairn Foundation.

GLYPT will also look for opportunities to develop a corporate and individual giving programme, including reclaiming gift-aid on donations GLYPT will look for partnerships and commissioning opportunities to be able to deliver services which are in line with the company's charitable aims.

Throughout this period we intend to develop the Tramshed, and the programme hosted within the venue. A separate fundraising strategy will be implemented for the Capital Development Project, but it is also intended that this will also support the delivery of the programme with the Tramshed. With the development of this project it is envisaged that this will provide a secure platform from which the company can continue to deliver its objectives. A public campaign targeting old and new users, friends, associates, artists and the local community will also be included in the capital fundraising strategy. This will include hosting events at the Tramshed and other locations in South East London and building a 'friends of GLYPT'.

Financial Review

The year resulted in a deficit on the general fund of £2,242 (2014 deficit of £4,169). An additional £10,047 was spent in the year from the designated Capital Development Fund on costs relating to this project and the development of the company's premises.

The company brought forward restricted funds relating to two projects (Start and Progression) which were fully spent in the year. The company received further funds of £2,666 from the Start project that relates to restricted expenditure in 2015/16 and which is carried forward at the year end.

Income

Income for the year was £458,804, an 18% increase on 2013/14.

Revenue grants of £158,064 represented 34% of all income (a 6% decrease on year before)

Voluntary income was £377,918 which was a 19% increase on 2013/14

Trading and fundraising income was £26,983 a 35% increase on 2013/14 with the charity maximising revenue from its premises to support its charitable activities.

Income from charitable sources was £53,824 a 3% increase on 2013/14

Expenditure

Total expenditure in 2014/15 was £503,647, a 37% increase on 2013/14

Charitable expenditure over the four key areas of operation was as follows:

Participatory expenditure was £268,365 which equates to 53% of expenditure, an increase in this area from the previous year (33%) due to the delivery of Progression (ACE funded) and Lewisham holiday programmes (Youth Commissioning)

Projects were £111,086 which equates to 22% of expenditure

Theatre was £114,149 which equates to 23% of expenditure.

Developing the long-term premises of the company was £10,047 which equates to 2% of expenditure.

Expenditure on personnel, including permanent, seasonal and freelance staff, as well as on-costs was £373,536 a 41% increase from 2014/15 due to an overall increase in activity. This equates to 74% of all expenditure in 2014/5.

Governance costs totalled £10,694 which equates to 2% of expenditure.

The movement in charity funds was as follows:

Unrestricted General Fund

£68,928 of general funds were brought forward from 2013/14. The trustees report a deficit on the general fund of £2,242. The general fund balance carried forward at the year-end was £66,686.

Restricted Funds

There were £54,567 restricted funds brought forward from 2013/14, relating to the Start and Progression projects. £2,666 restricted funds were carried forward at the year-end, specifically relating to the Start theatre project for delivery in 14/15.

Designated Funds

The total designated funds brought forward from 2013/14 were £240,643. Total designated funds carried forward at the year-end 2014/15 were £249,943. Total expenditure in 2014/15 was £10,047 from the Capital Building Development Fund, on costs related to securing and developing long-term premises for the company, leaving a balance of £230,596 at the year end. Unrestricted funds received from RBS for the Reach Youth Theatre have been carried forward at the year-end as a designated fund, for expenditure planned in 2015/17, creating a new designated fund of £19,347.

Investment powers and policy

Under the Memorandum and Articles of Association the charity has the powers to make any investments which the trustees see fit.

The trustees, having regard to the liquidity requirements of operating the charity and to the reserves policy, continually review the level of designated funds in order to ensure that the charity continues to have working capital available. Other cash deposits are held on interest-bearing deposit accounts at a rate favourable with the market.

Reserves Policy

The trustees have reviewed the charity's needs for reserves in line with the guidance issued by the Charity Commission. Designated funds have been established for the following:

The Building Development Fund which is committed to cover part of the costs associated with the development of charity's new premises (£230,596 at the year-end).

A designated fund for Reach Youth Theatre, created by income received from Royal Bank of Scotland for this specific purpose (£19,347 at the year-end).

An unrestricted General Reserve (£66,686 at the year-end).

With regards to the general reserve, the Trustees believe that a balance representing approximately three months operating costs is necessary to cover eventualities such as not meeting annual fund raising requirements, the temporary or permanent loss of its premises due to events such as a fire or a flood, or the sudden loss of a primary, statutory funding source, on which the organisation is reliant on to deliver its charitable purposes and activities. This will ensure the charity can continue to run efficiently and maintain its programme of activities. General Reserves are therefore necessary to ensure the organisation can meet its obligations, particularly if intended funding sources fail to meet the required targets. The board aim for the general fund to be increased to a level of £70,000 over the next 3 years, through increasing unrestricted earned income and donations. The policy and the level of reserves held is reviewed annually by the Trustees.

Building Development

The Building Development project is underway, with the Chief Executive Officer appointed to lead this project. A fundraising campaign is underway to raise the remaining funds required to develop the Tramshed, in order to create premises that are fit-for-purpose, with the Building Development Fund committed to this cause.

A feasibility study was undertaken in 2011 to establish the options and exact costs of renovating and adapting the building to meet the charity's future vision and activity plans. Since 2011 the extension of the company's lease has been agreed and the trustees have instigated the Capital Fundraising campaign (to achieve the £2.5million target), using the company's designated capital (£230,596) as crucial leverage and investment in the project. The vision for the project is outlined in a separate business plan, and a designated Capital Development board will be set up to lead this project.

Trustees' Responsibilities in Relation to the Financial Statements

The charity trustees (who are also the directors of Greenwich & Lewisham Young People's Theatre for the purposes of charity law) are responsible for preparing the annual report of the trustees and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law and the law applicable to charities in England and Wales require the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Provision of Information to Auditors

Each of the persons who are trustees at the time of signing this Trustees' report has confirmed that:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

By order of the trustees:

K. A. McGarrigle (Chairperson)

Date:

